

STRATEGY SESSION: Attraction and Recruitment

Steering Committee member:

Maria Varano Butz

Vice President and Chief Human Resources Officer

LifeBridge Health

Best Practice Speaker:

Cynthia Watson, RN MSN

Nurse Support Program Specialist

Nurse Support Program

Shore Health System

Cynthia Watson coordinates activity of the Nurse Support Program at Shore Health System. She holds a Masters of Science in Nursing from Wesley College in Dover, Delaware as a Clinical Specialist in Health Promotion. Most of her twenty years in the profession have been focused on pediatric nursing, both in the acute care setting and in community outreach. Her baccalaureate degree was earned at University of Maryland at Baltimore. She has been an active member of the Statewide Commission for the Crises in Nursing on the Recruitment and Retention Subcommittee.

Co-Facilitators:

Judith Belden

Organization Development and Training Specialist

Organization Development & Training

Johns Hopkins Hospital

Judith Belden has been an Organization Development and Training Specialist with the Department of Human Resources at The Johns Hopkins Hospital since 1995. As part of the Strategic Learning Center, Ms. Belden uses organizational development action research methods and performance analysis to help solve organizational, individual, and departmental performance issues. Ms. Belden also does strategic planning, managerial development and coaching and trains managers and staff.

Before her present position, Ms. Belden worked as an Employee Relations Specialist where she was responsible for performance and discipline consultation, contract and policy interpretation and federal and state regulatory compliance. She also acted as a Hearing Officer on behalf of The Johns Hopkins Hospital. Prior to joining the Hopkins team, Ms. Belden was a Senior Human Resource Generalist with an emphasis in employee and labor relations at The Hertz Corporation and ADP, Inc. Ms. Belden has a Masters in Business Administration and a Certification in Hopkins Fellows in Change Management from Johns Hopkins University.

Anita Waters

Assistant Director, Operations

Business and Continuing Education Division

Baltimore City Community College

Anita Waters is the Assistant Director of Operations for Baltimore City Community College's Business and Continuing Education Division. Ms. Waters is primarily responsible for producing and certifying reports required by the Maryland Higher Education Commission. Ms. Waters has been working on a project to collect and process Workforce Investment Act data for her division. Ms. Waters is a graduate of Bowie State University and Coppin State College.

Scribe:

Sharon Douglass

Baltimore City Community College

Attraction and Recruitment Strategy Session

- Increase the number and diversity of individuals choosing healthcare occupations
- Expand education capacity to meet the needs of the healthcare workforce

Recommended Initiatives:

Tap Into Diversity by Actively Recruiting Men

Need addressed:

- Men and minorities underrepresented in healthcare workforce
- Males comprise half of the population and could reduce workforce shortage

Outcome achieved:

- Increase attraction of men to healthcare professions
- Reduction in healthcare workforce shortage
- Increase diversity of healthcare workforce

Engage higher education and industry trainers in assessing availability of off-hours training and education opportunities.

Need addressed:

- Attract non-traditional personnel into allied health and nursing fields
- Need additional off-hours healthcare training

Outcome achieved:

- Reduction in healthcare workforce shortage
- Utilize non-traditional workforce potential
- Establish flexible training by engaging available resources

Increase distance learning programs

Need addressed:

- Transportation to training presents a problem for many rural populations
- Labor force desires to receive advanced training in healthcare
- Physical locations for certain healthcare training offerings are limited
- Lack of distance learning alternatives

Outcome achieved:

- Increase distance learning programs
- Enable new populations to obtain healthcare training
- Reduction in healthcare workforce shortage
- Expand on-line courses to allied health programs

Attraction and Recruitment Best Practice:

Shore Health Systems

Nurse Support Program

Two years ago, Shore Health Systems on Maryland's Eastern Shore, received a five-year 600,000 Nurse Support Program grant from the state to develop ways to recruit and retain nurses. One of the focuses of Shore Health's proposal was to look for ways to recruit more minorities and men. The hospital has established and is continuing to establish programs to accomplish this goal.

For example, Shore Health, has established healthcare clubs and internships (students receive grades for the internships) in partnership with high schools in five area counties. The healthcare clubs are interactive and fifty percent of the club members are male students. All of the meetings are held at the hospital to make it easier for speakers to talk with the students and to give students exposure to hospital equipment. The students enjoy these meetings because they are interested in the high-tech healthcare jobs, such as radiology, etc. In order to attract more male students, Shore Health tries to bring in men who are in the allied health and nursing fields at the hospital to serve as role models.

Shore Health is also working on outreach to EMTs and Paramedics. Through this program, Shore Health is developing a bridge course for paramedics to move into the allied health and nursing fields so that they don't have to start their schooling all over again.

Source: Cynthia Watson, Shore Health Systems

Initiative Evaluation Criteria

Need Addressed

- Identification of targeted population(s) served
- Need identified to address population(s) need

Outcome Attainment

- Potential outcomes of recommended initiatives
- Adequate in resolving need
- Potential to add value to goals of strategy

Ease of Implementation

- Commitment and coordination of stakeholders
- Political viability
- Institutional capacity to achieve objective

Opportunity for Public/Private Partnership

- Potential for outcome attainment through partnership
- Initiative aided by joint support of public and private sectors

Maryland Best Practices

Attraction and Recruitment

Tap Into Diversity By Actively Recruiting Men

Shore Health Systems

Goal: Recruit more minorities and men into allied health and nursing fields

Key Components:

- Shore Health Systems received a 5-year \$600,000 Nurse Support Program grant from the State;
- Established healthcare clubs and internships with high schools in 5 area counties. Meetings are held at the hospital to give students full exposure;
- Men in the allied health and nursing fields at the hospital participate in the high school groups to serve as role models;
- Developing a bridge course for EMTs and Paramedics to move into allied health and nursing fields without beginning schooling all over again.

Source: Cynthia Watson, Shore Health Systems

Increase Distance Learning Programs

Maryland Community Colleges

Goal: Provide students with online learning opportunities

Key Components:

- Many of the sixteen community colleges have online courses available to students;
- Maryland Association of Community Colleges has developed a website—www.marylandonline.com – to provide a central location for students to take online courses.

Source: Maryland Association of Community Colleges, www.mdacc.org

University of Maryland University College (UMUC) Goal: To be a "global university" through its distance learning programs

Key Components:

- Providing higher education to working adult students through distance learning since 1947;
- More than 87,000 students in 29 countries;
- More than 500 online courses – comprising 85 undergraduate and graduate degree and certificate programs;
- Comprehensive array of online student services including information/library services with over 90 databases;
- Online healthcare graduate degrees include: MS in Health Care Administration, MS in Management with a health care administration track, a dual MS in Health Care Administration and MBA, plus a graduate Health Care Administration certificate.

Results:

- Last year students occupied more than 100,000 online enrollments online at UMUC;
- In 2000 the University of Maryland University College was awarded the highest Web-based education award, the Sloan Consortium Asynchronous Learning Network Award for Institute-Wide Programming;
- In 2000, Forbes magazine rated UMUC's Website the "Forbes Favorite" in Higher Education and a UMUC student a Best of the Web "virtual graduate student."

Source: Andrea Martino, University of Maryland University College

University of Maryland School of Nursing Goal: Offer web-based RN to BSN degree programs

Key Components:

- Web-based RN to BSN degree programs are certified by the Southern Regional Board's Electronic Campus (SREB EC);
- Students are not required to take most classes at the campus, instead work with preceptor in their geographic area to complete clinical requirements;
- Provide nursing transition course online for licensed RNs in Maryland who graduated more than 7 years ago or from a non-NLN-accredited program outside of Maryland. Course reviews and updates general education and nursing content.

University of Maryland School of Nursing Website www.nursing.umaryland.edu

Other State Stories

Attraction and Recruitment Strategy Session

Tap Into Diversity By Actively Recruiting Men

State Stories: California

Central Valley Nursing Work Force Initiative

Goal: Increase the number of nurses from underrepresented groups

- Three-year, \$10 million pilot project funded by the California Endowment, the state's largest health foundation;
- 10% of state's population lives in Central Valley but only 5% of the state's registered nurses live there;
- Nearly 80 of state's nurses are white females. Between 40 to 50% of Central Valley's residents are Latino.

Key Components:

- Scholarship and faculty fellowships to underrepresented groups working in area;
- Expand capacity of nursing degree programs;
- Develop policy and advocacy efforts to promote racial, ethnic and gender diversity;
- Technical assistance to educators and healthcare providers to recognize and address cultural barriers to care;
- Marketing efforts to promote positive images of the nursing profession among diverse audiences.

Source: *The California Endowment*, press release March 27, 2002

State Stories: Nebraska

The University of Nebraska Medical College of Nursing

Goal: Increase the number of males attending nursing school

Key Components:

- Changed website and printed materials to be more gender-neutral;
- Changed recruiting activities into more family events so that husbands, wives, and children would attend;
- Displayed free ads in highly visible places and had minority and cable television stations run free promotional ads;
- When purchasing ads, made sure the ad ran in a gender-neutral part of the paper, for example the movie listing section.

Results:

- Number of male applicants to the program rose by 54% between 2000 and 2001;
- Number of males admitted to the program rose by 77% between 2000 and 2001.

Source: Williams, Debra, "Looking for a Few Good Men". *Minority Nurse.com* www.minoritynurse.com accessed July 2003.

STATE STORIES: TEXAS

University of Texas Health Science Center in Houston

Goal: Increase the number of men in their nursing programs

Key Components:

- Convened a forum of male nurses to find out what drew them to the profession;
- Changed the recruitment brochures: took out anything flowery;
- Emphasized the macho aspects of nursing: emergency care, trauma;
- Advertised on sports pages;
- Played up the longhorn symbol of UT.

Results:

- The percentage of male nurses at UT-Houston has jumped to 29% of the student population.

Source: American Association of Colleges of Nursing, AACN Issue Bulletin, "Effective Strategies for Increasing Diversity in Nursing Programs", December 2001. www.aacn.nche.edu. Accessed June 2003.

STATE STORIES: NEBRASKA

Box Butte General Hospital in Alliance, NE

Goal: Increase the number of men in nursing careers through male nurse recruitment campaign

Key Components:

- Hospital began a "From Boys II Men II Nurses" campaign to challenge the gender stereotype;
- Posted life-sized cardboard displays of 4 male nurses in the hospital's lobby;
- Created information brochures about men in nursing;
- Used magazine and newspaper ads, public service announcements and educational outreach;
- Male nurses in the hospital speak at local schools, Boy Scout troops, and youth groups about careers in nursing;
- Students from the local high school can shadow and mentor at the hospital;
- The University of Nebraska Medical Center's College of Nursing (UNMEC) used the materials to recruit men into nursing programs;
- UNMEC created a Men in Nursing Mentoring Task Force.

Results:

- In the job shadowing opportunity, 15 boys and 12 girls have participated;
- At the University of Nebraska Medical Center's College of Nursing, between 2000 and 2001 male applicants have increased by 54% and males admitted has increased By 77%.

Source: Costello, Mary Ann. "Hospital Campaigns to Recruit Male Nurses", American Hospital Association News.com, June 30, 2003, www.hospitalconnect.com, accessed July 2003 and

Source: Williams, Debra, "Looking for a Few Good Men". Minority Nurse.com www.minoritynurse.com accessed July 2003.

STATE STORIES: IOWA

University of Iowa College of Nursing

Goal: Increase number of men in nursing school programs

Key Components:

- School targeted men recently graduating from college as well as those considering second careers;
- Represented nursing occupations as careers with lifelong opportunities;
- Marketed nursing as opportunities for mobility, career advancement, and financial incentives;
- Website just dedicated to men in nursing (www.nursing.uiowa.edu/students/meninnursing.htm) including men talking about their experiences in nursing, a timeline of men in nursing as far back as 500 B.C., and information on various nursing programs.

Results:

- 50% of applicants for newly created master's program in nursing and health practice were men;
- 50% of enrollment in nurse anesthetist program is men.

Source: Meyers, Susan. "Real Men Choose Nursing", Hospitals & Health Networks, June 30, 2003, www.hospitalconnect.com, accessed July 2003.

STATE STORIES: NATIONAL

Johnson & Johnson

Goal: Recruit men into the nursing field

Key Components:

- \$20 million recruitment effort;
- Launched "Are You Man Enough To Be A Nurse" campaign;
- Makes materials available to anyone for free;
- Created a searchable database for healthcare programs and scholarships;
- Website www.discovernursing.com profiles nurses and why it is a good career choice.

Source: Johnson & Johnson. www.discovernursing.com, accessed June 2003.

Increase Distance Learning Programs

State Stories: California

Tenet Healthcare Corporation

Goal: Enhance skills and provide career development opportunities for employees

Key Components:

- Offers distance learning for all of its employees, especially focused on clinicians;
- Every hospital has a computer-based learning laboratory with an online catalogue of courses;
- Employees can take courses online in learning laboratories or any other computer with an Internet connection.

Source: American Hospital Association

State Stories: Montana

Distance Learning and Continuing Education Program

Goal: Create a "single point of contact" distance learning program for health professionals

Key Components:

- In 2002, the Commissioner of Higher Education recommended establishing in the next 2-4 years a formal Consortium that includes existing Distance Learning programs and affected healthcare providers and professional organizations;
- Consortium would identify distance learning program gaps, expand offerings, and establish formal relationship/contracts with other state's programs;
- Consortium would explore different distance learning techniques and work with hospitals as well as the existing Montana Healthcare Telecommunications Alliance.

Source: American Hospital Association

State Stories: Nationwide

Southern Regional Education Board (SBER)

Goal: Create an "electronic marketplace" for courses for education courses, programs and services

Key Components:

- Electronic campus has hundreds of affiliated colleges and universities in 16 states offering thousands of accredited courses and many degree programs;
- Anywhere in the world, students with access to the Internet can visit www.electroniccampus.org and enroll in courses;
- Students choose what courses they want to take and where they want to take them;
- Students can take courses at times that are convenient to them.

SREB Regional Contract program

- Offers students pursuing health degrees admission to schools in other states for the price of in-state tuition and fees at public institutions and for reduced tuition at private institutions;
- Participating states pay schools to maintain spots in their professional programs; meanwhile, states save the expense of building and staffing these schools;
- The SREB is the fiscal agent for the Contract program and handles the administrative duties for participating states;
- SREB is now providing students access to online libraries with access to thousands of periodicals and scholarly journals.

SBER's Distance Learning Policy Laboratory seeks to remove policy barriers that hinder the expansion of distance learning, targeting tuition first. This Laboratory promotes the use of "electronic tuition rates" so that tuition rates would be the same for all students regardless of their home state. This is becoming more common.

Source: www.electroniccampus.org